Manitoba

Annual Report
2015 - 2016

Aboriginal and Northern Affairs

MINISTER
OF INDIGENOUS AND MUNICIPAL RELATIONS

Room 301
Legislative Building
Winnipeg, MB R3C 0V8
CANADA
R3C 0V8

Her Honour the Honourable Janice C. Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, MB R3C 0V8

Your Honour:

I have the privilege to present for your information the Annual Report of the Department of Aboriginal and Northern Affairs for the fiscal year ended March 31, 2016.

Respectfully submitted,

Eileen Clarke

Eileen Clarke
Minister Indigenous and Municipal Relations

Manitoba

Indigenous and Municipal Relations
Deputy Minister
Room 311, Legislative Building, Winnipeg, Manitoba, Canada R3C 0V8

Honourable Eileen Clarke
Minister
Indigenous and Municipal Relations
Room 301, Legislative Building
Winnipeg MB R3C 0V8

Dear Minister:

I have the honour and privilege of presenting the Annual Report of the Department of Aboriginal and Northern Affairs for the fiscal year ended March 31, 2016. I am pleased to report that the Department continues to make progress on provincial priorities and wish to highlight a few of these areas:

The Department provided core funding for eight Aboriginal representative organizations. The Aboriginal Development Program also provided tripartite funding to two Aboriginal organizations and dispersed $94,900 on 33 recommended and approved projects under the small grants fund. The Aboriginal Economic and Resource Development (AERD) Fund expended $899,901 to support 45 approved projects: the projects' total budgeted value was over $8.1 million and funding of $6.2 million was leveraged from sources other than the provincial government. The five year $10 million funding agreement with the Métis Economic Development Fund Inc. has been amended into a six year agreement to 2016/17. A new multi-year agreement (2014/15 to 2021/22) has been signed off between the First Peoples Economic Growth Fund (FPEGF) and Manitoba to address the new $25 million commitment. This amount was negotiated and agreed to by the Assembly of Manitoba Chiefs, FPEGF and Manitoba.

The Department continued to coordinate provincial government support on the Island Lake Retrofit and Training Initiative (ILRTI). In 2015/16, 152 homes in the four Island Lake communities of St. Theresa Point, Wasagamack, Garden Hill and Red Sucker Lake were retrofitted for water and sewer services. Since the initiative began in 2012/13, 674 homes have been retrofitted. Manitoba continues to work with the Steering and Technical committees which include representatives from the federal government, Island Lake Tribal Council and the communities to incorporate a community training approach to the 900 identified homes for water and sewer retrofits over the coming years in the Island Lake communities.

Manitoba continues to participate in the Aboriginal Affairs Working Group (AAWG) forum with other provincial and territorial governments and National Aboriginal Organizations.

The department continues to make progress in closing the gap in critical infrastructure and programs that impact community health and safety. The Department provided communities with $419,384 in capital allocations for needed infrastructure upgrades and equipment as well as the necessary training with a priority on community health and safety.

The support provided to communities for the upgrading, operation and maintenance of community water and wastewater treatment facilities and waste disposal grounds continues to be a priority. The department continues to work with communities focusing on training and certification of operators to ensure safe drinking water and treatment of solid waste; ensuring communities are able to comply with new and existing regulatory and legislative requirements for drinking water.

On August 30, 2013 Canada, Manitoba and Sioux Valley Dakota Nation (SVDN) signed the Sioux Valley Dakota Nation Governance Agreement and Tripartite Governance Agreement. Since then, Canada and Manitoba have continued to assist SVDN in the implementation of this agreement including the provision for child and family services, policing, lands and education. This may serve as a model for future First Nation self-government agreements in Manitoba.

The Department continues to assist provincial departments in the coordination of Crown Aboriginal consultations across the province for larger scale developments such as Lake Winnipeg Regulation and Jenpeg Generating Station Final Licensing. In addition to being the province's primary coordinating body for large scale consultations in Manitoba, the Department also provides ongoing education and training to line departments to foster collaboration and consistent application of Manitoba's *Interim Provincial Policy for Crown Consultations with First Nations, Métis Communities and Other Aboriginal Communities*. The Department also contributes to the development of consultation policy in Manitoba and serves as lead to the province's Interdepartmental Working Group on Crown-Aboriginal Consultation (IDWG).

The Department has made substantial progress on the implementation of Treaty Land Entitlement (TLE) over the years. Under the existing TLE agreements (nine), First Nations (29) may select or purchase a total of 1,423,110 acres. To date, under all TLE agreements in Manitoba, a total of 598,059 acres have been transferred by Manitoba to Canada with 574,957 acres set apart as reserve. This effort reflects the cooperative, sustained efforts of all parties (Manitoba, Canada and Entitlement First Nations) as Manitoba continues its best efforts in fulfilling its TLE obligation.

The Department continues with the coordination of nine Resource Management Boards with First Nations and northern communities. These boards provide for the cooperative management of natural resources over 21% of the provincial Crown land base with a focus on land use planning.

The Department also committed to providing 13,054 Crown acres to the Sayisi Dene First Nation (SDFN) as part of a relocation settlement claim between the SDFN and the federal government. Manitoba remains committed to concluding the final settlement agreement and looks forward to the next stages of implementation.

I would like to take this opportunity to thank you for your leadership and support for the many initiatives that enhance education, health, housing, economic development and employment opportunities. These initiatives and partnerships support our mission to promote social and economic opportunities and reconcile the rights and interests of Aboriginal and northern people to achieve our vision of vibrant and healthy Aboriginal and northern Manitobans.

Respectfully submitted,

Robert Wavey
Deputy Minister

Manitoba

Relations avec les Autochtones et les municipalités
Sous-ministre
Bureau 311, Palais législatif, Winnipeg (Manitoba) Canada R3C 0V8

Madame Eileen Clarke
Ministre des Relations avec les Autochtones et les municipalités
Palais législatif, bureau 301
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

J'ai l'honneur et le privilège de vous présenter le *Rapport annuel du ministère des Affaires autochtones et du Nord* pour l'exercice terminé le 31 mars 2016. J'ai le plaisir de vous informer que le ministère continue à faire des progrès dans les domaines prioritaires provinciaux et je souhaite mettre l'accent sur certains d'entre eux.

Le ministère a fourni un financement de base à huit organismes autochtones représentatifs. Le Programme de développement pour les Autochtones a également permis de fournir un financement tripartite à deux organismes autochtones et de verser 94 900 $ à 33 projets approuvés et recommandés à partir du fonds de petites subventions. Le Fonds de développement économique et de mise en valeur des ressources pour les Autochtones a permis de soutenir 45 projets approuvés, pour un montant total de 899 901 $. Les prévisions budgétaires totales de ces projets étaient de plus de 8,1 millions de dollars et un financement de 6,2 millions de dollars a pu être obtenu de sources autres que le gouvernement provincial. L'entente de financement quinquennale s'élevant à 10 millions de dollars conclue avec le Métis Economic Development Fund Inc. a été prolongée sur une période de six ans jusqu'en 2016-2017. Le gouvernement du Manitoba et le First Peoples Economic Growth Fund (le Fonds) ont signé une nouvelle entente pluriannuelle (de 2014-2015 à 2021-2022) afin d'aborder la question du nouvel engagement de 25 millions de dollars. Ce montant a été négocié et convenu par la Assembly of Manitoba Chiefs, le Fonds et le Manitoba.

Le ministère continue à coordonner le soutien du gouvernement provincial dans le cadre de l'initiative de formation d'apprentis et de rénovation des logements dans la région du lac Island. En 2015-2016, 152 maisons dans les quatre collectivités de la région du lac Island (St. Theresa Point, Wasagamack, Garden Hill et Red Sucker Lake) ont été modernisées et bénéficient maintenant des services d'eau potable et d'égout. Depuis le lancement de l'initiative en 2012-2013, 674 maisons ont été modernisées. La Province continue à travailler avec les comités directeur et technique qui comprennent des représentants du gouvernement fédéral, du Island Lake Tribal Council et des collectivités afin d'incorporer une approche de formation communautaire à l'initiative visant à moderniser les 900 maisons sélectionnées dans les

collectivités de la région du lac Island pour l'installation des services d'eau potable et d'égout au cours des années à venir.

Le Manitoba continue de participer au forum du Groupe de travail sur les affaires autochtones avec les autres gouvernements des provinces et des territoires et les organismes autochtones nationaux.

Le ministère continue à avancer en vue de combler l'écart relativement à l'infrastructure et aux programmes essentiels ayant des répercussions sur la santé et la sécurité communautaires. Le ministère a affecté des fonds d'immobilisations de 419 384 $ aux collectivités pour qu'elles puissent répondre à leurs besoins de matériel et de mises à jour de l'infrastructure, et prévoient également la formation requise, en donnant la priorité à la santé et à la sécurité communautaires.

Le soutien fourni aux collectivités pour la modernisation, le fonctionnement et l'entretien des installations de traitement de l'eau et des eaux usées et des décharges communautaires demeure une priorité. Le ministère continue de travailler avec les collectivités et de mettre l'accent sur la formation et l'agrément des exploitants pour garantir la salubrité de l'eau potable et assurer un traitement approprié des déchets solides pour que les collectivités soient en mesure de se conformer aux exigences réglementaires et législatives nouvelles et existantes sur l'eau potable.

Le 30 août 2013, le Canada, le Manitoba et la Sioux Valley Dakota Nation (SVDN) ont signé l'Accord de gouvernance de la nation Dakota de Sioux Valley et l'Accord tripartite sur la gouvernance. Depuis lors, le Canada et le Manitoba continuent d'aider la Sioux Valley Dakota Nation dans la mise en œuvre de cet accord, notamment des dispositions relatives aux services à l'enfant et à la famille, au maintien de l'ordre, aux terres et à l'éducation. Cela pourrait servir de modèle aux prochains accords d'autonomie gouvernementale de Premières Nations au Manitoba.

Le ministère continue à aider les ministères provinciaux à coordonner les consultations entre la Couronne et les collectivités autochtones dans l'ensemble de la province pour des aménagements à grande échelle comme la régularisation du lac Winnipeg et la centrale hydroélectrique de Jenpeg (licence définitive). Le ministère est non seulement le principal organisme de coordination pour les consultations à grande échelle au Manitoba, mais il se charge aussi de l'éducation et de la formation continues des ministères responsables afin de promouvoir la collaboration et l'application uniforme de la politique manitobaine intitulée *Interim Provincial Policy for Crown Consultations with First Nations, Métis Communities and Other Aboriginal Communities* (politique provinciale intérimaire pour les consultations entre la Couronne et les Premières Nations, les collectivités métisses et les autres collectivités autochtones). Le ministère contribue aussi à l'élaboration de la politique de consultations du Manitoba et est le chef de file du Groupe de travail interministériel sur les consultations entre la Couronne et les collectivités autochtones de la Province.

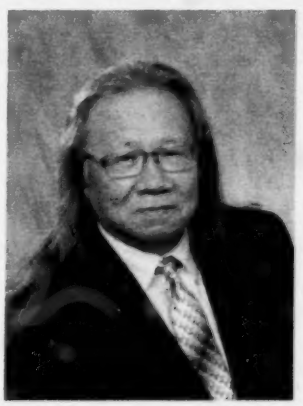
Le ministère a accompli des progrès notables dans la mise en œuvre des droits fonciers issus des traités au fil des ans. En vertu des ententes actuelles relatives aux droits fonciers issus des traités (9), des Premières Nations (29) peuvent sélectionner ou acheter un total de 1 423 110 acres. Jusqu'à maintenant, le Manitoba a transféré au Canada en vertu de toutes ces ententes 598 059 acres en tout, dont 574 957 acres constitués en réserve. C'est le fruit des efforts de collaboration soutenus de toutes les parties (Manitoba, Canada et Premières Nations ayant droit à

des terres) et le Manitoba continue à faire tout ce qu'il faut pour remplir ses obligations au chapitre des droits fonciers issus de traités.

Le ministère poursuit aussi la coordination de neuf conseils de gestion des ressources avec les Premières Nations et les collectivités du nord de la province. Ces conseils s'occupent de la gestion coopérative des ressources naturelles de 21 % de l'ensemble des terres domaniales provinciales, en mettant l'accent sur l'aménagement du territoire.

Le ministère s'est également engagé à fournir 13 054 acres de terres domaniales à la Sayisi Dene First Nation (SDFN) dans le cadre d'un règlement entre la SDFN et le gouvernement fédéral en matière de revendication sur la réinstallation. Le Manitoba reste déterminé à conclure l'entente de règlement définitif et est prêt à passer aux étapes suivantes de la mise en œuvre.

J'aimerais profiter de cette occasion pour vous remercier de votre leadership et de votre soutien relativement aux nombreuses initiatives qui améliorent l'éducation, la santé, le logement, le développement économique et les possibilités d'emploi. Ces initiatives et partenariats appuient notre mission qui consiste à promouvoir les occasions sociales et économiques et de concilier les droits et les intérêts des Autochtones et des habitants du Nord afin d'atteindre notre vision de collectivités autochtones et du Nord actives et en santé.



Le tout respectueusement soumis.

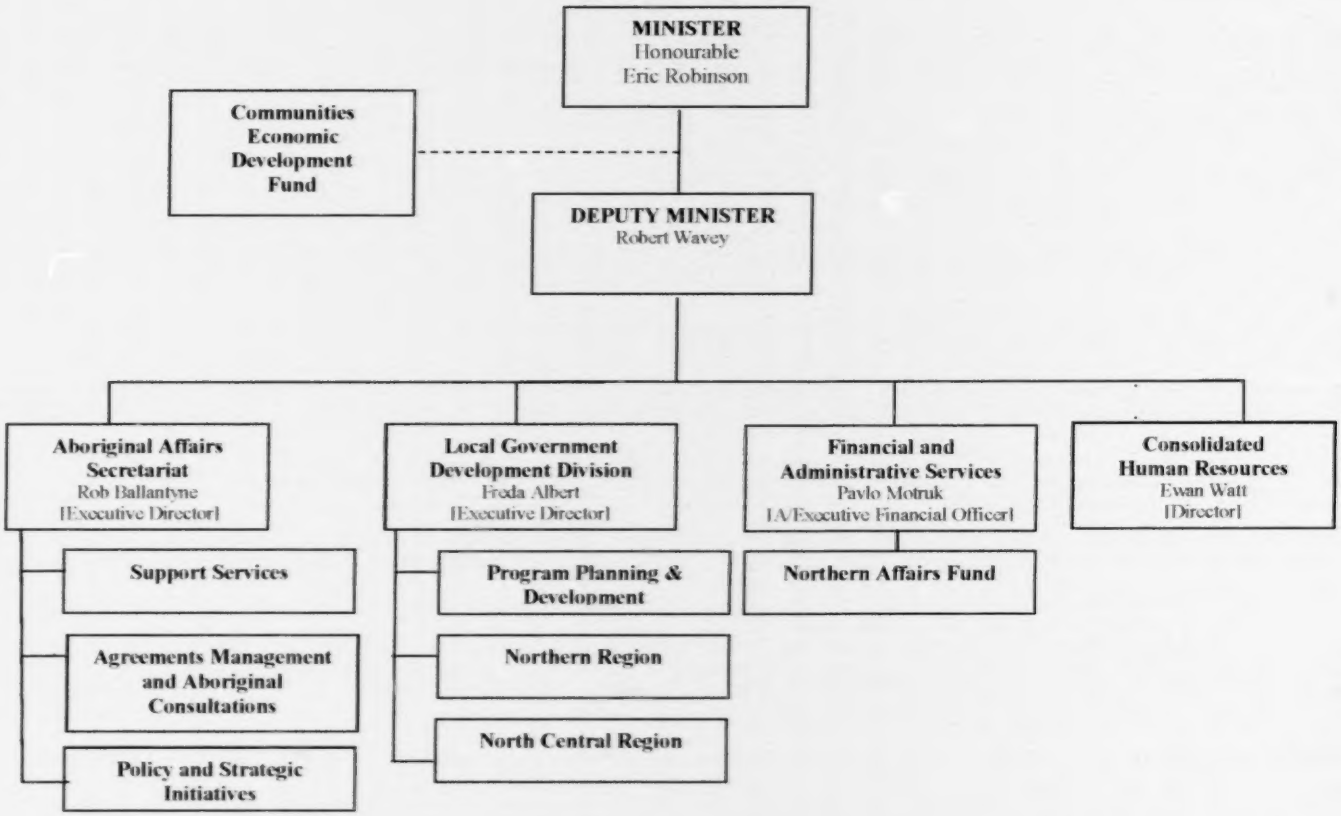
Le sous-ministre,

Robert Wavey

Table of Contents

TITLE	PAGE
Organizational Chart	2
Introduction	
Report Structure	3
Departmental Vision	3
Departmental Mission	3
Departmental Goals	3
Legislation Administered	4
Jurisdiction	4
Map	5
Executive Support	6
Aboriginal and Northern Affairs Operations	
Financial and Administrative Services	8
Northern Affairs Fund	11
Local Government Development	
Programs and Operational Support	13
Northern Region and North Central Region	15
Program Planning and Development Services	22
Aboriginal Affairs Secretariat	
Support Services	25
Agreements Management and Aboriginal Consultations	28
Policy and Strategic Initiatives	31
Communities Economic Development Fund	34
Amortization of Capital Assets	35
Financial Information	
Reconciliation Statement	36
Expenditure Summary	37
Expenditure Summary by Main Appropriation	41
Five Year Expenditure and Staffing Summary by Appropriation	42
Revenue Summary by Source	43
Performance Reporting	44

Organization Chart Manitoba Aboriginal and Northern Affairs as of March 31, 2016



Introduction

Report Structure

This Annual Report is organized in accordance with the departmental appropriation structure which reflects the Department's authorized votes approved by the Legislative Assembly. The report includes information at the Main and Sub-Appropriation levels relating to the Department's objectives, actual results achieved, financial performance and variances and provides a five-year historical table of departmental expenditures and staffing. Expenditures and revenue variance explanations previously contained in the Public Accounts of Manitoba are now provided in the Annual Report.

Departmental Vision

Vibrant and healthy Aboriginal and northern Manitobans.

Departmental Mission

Aboriginal and Northern Affairs works with Aboriginal and northern communities, other levels of government, industry and other stakeholders to promote social and economic opportunities and reconcile the rights and interests of Aboriginal and northern people.

Departmental Goals

- Support the development of healthy, safe and sustainable Aboriginal and northern communities.
- Close the gap between Aboriginal and northern people and other Manitobans in their quality of life in the areas of education, health, housing, economic opportunities and employment.
- Enhance food security for Aboriginal and northern people.
- Fulfill constitutional obligations and other provincial responsibilities towards achieving social justice and reconciliation with Aboriginal and northern people.

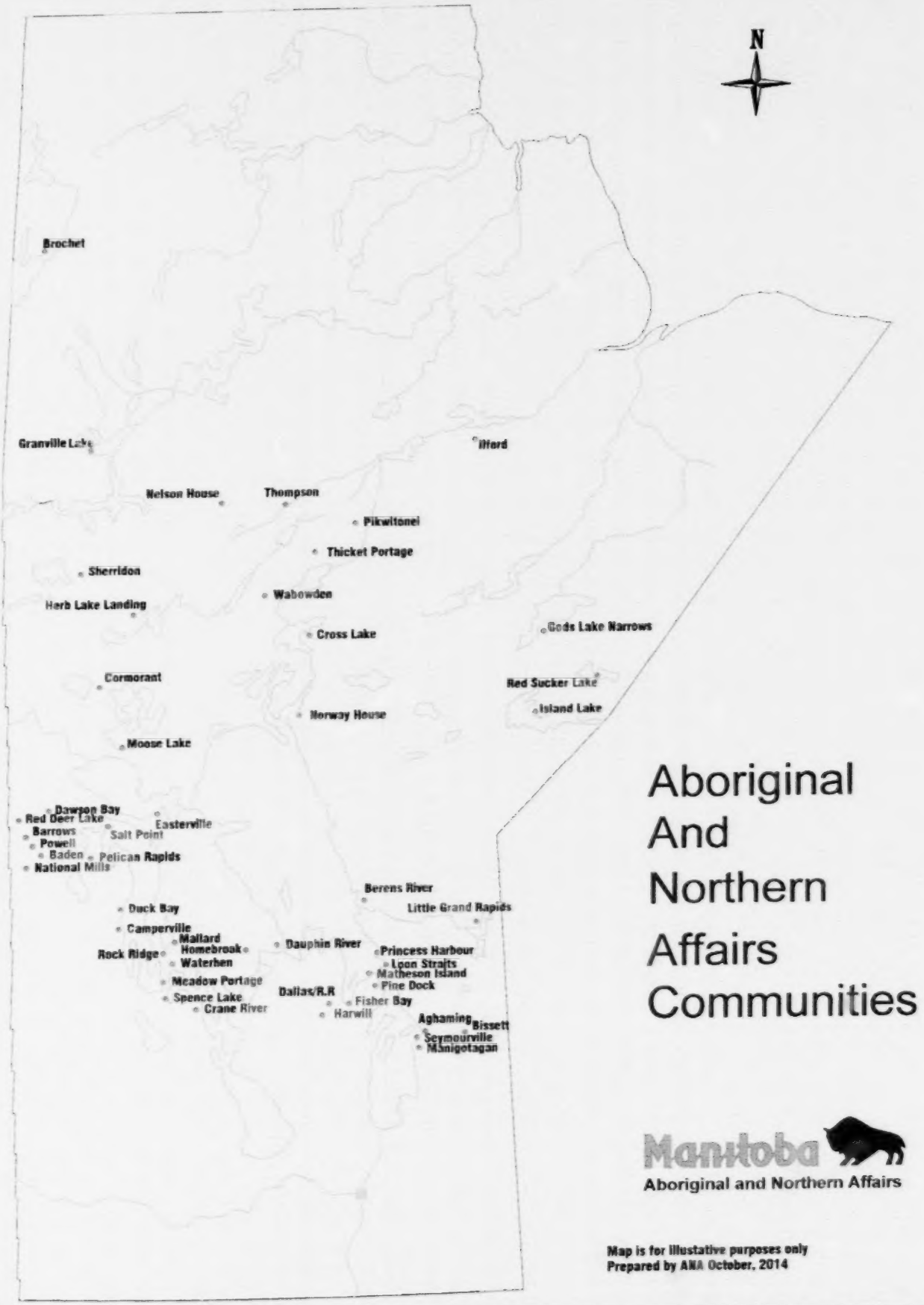
Legislation Administered

The Department of Aboriginal and Northern Affairs is responsible for the following legislation:

- *The Northern Affairs Act*
- *The Path to Reconciliation Act*
- *The Planning Act, (Part 9)*
- *The Communities Economic Development Fund Act*

Jurisdiction

As at March 31, 2016, there were 50 Aboriginal and Northern Affairs communities. The map on the following page shows the area included in northern Manitoba and the location of all designated Aboriginal and Northern Affairs communities over which the Minister has municipal authority.


N
Brochet
Granville Lake
Ilford
Nelson House
Thompson
Pikwitonei
Thicket Portage
Sherridon
Wabowden
Herb Lake Landing
Cross Lake
Gods Lake Narrows
Cormorant
Red Sucker Lake
Island Lake
Norway House
Moose Lake
Dawson Bay
Red Deer Lake
Easterville
Barrows
Salt Point
Powell
Baden
Pelican Rapids
National Mills
Berens River
Little Grand Rapids
Duck Bay
Camperville
Mallard
Homebrook
Rock Ridge
Waterhen
Dauphin River
Princess Harbour
Loon Straits
Matheson Island
Pine Dock
Meadow Portage
Dallas/R.R
Fisher Bay
Spence Lake
Crane River
Harwill
Aghaming
Bissett
Seymourville
Manigotagan
Aboriginal
And
Northern
Affairs
Communities
Manitoba
Aboriginal and Northern Affairs
Map is for illustative purposes only
Prepared by ANA October, 2014

Executive Support

Executive Support includes the offices of the Minister and the Deputy Minister and the Northern Regional Cabinet offices located in Thompson and The Pas.

The Minister's office provides leadership and policy direction for the Department.

The Deputy Minister's office provides support to the Minister by providing information and advice. The office also provides executive leadership and operational direction for the development of programs and policies, the implementation of departmental programs, and the collaboration and coordination across government with departments and agencies. The Deputy Minister also advocates for the development of good relations and partnerships with the federal government, the Aboriginal communities and organizations as well as the private sector. The Deputy Minister is the Chairperson of the Departmental Executive Committee.

The Northern Regional Cabinet offices provide citizens in northern Manitoba with effective access to government by providing contact with members of Cabinet and by providing information regarding government programs and the provincial staff contacts for those programs.

The Department supports government-wide initiatives such as the Northern Development Strategy. The goal is to create opportunities for social and economic changes that benefit all northerners. At the heart of the strategies is the belief that the priorities, strengths and experiences of northerners must be an integral part to further northern development.

Various divisions of the Department are involved in Aboriginal specific policy and program development and program delivery, as well as consultation with the Aboriginal communities and organizations in Manitoba.

19.1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Minister's Salary	37	1.00	37	0	
Total Expenditures	**37**	**1.00**	**37**	**0**	

19.1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	895	10.00	909	(14)	1
Other Expenditures	175		212	(37)	2
Total Expenditures	**1,070**	**10.00**	**1,121**	**(51)**	

Explanation Number:

1. The variance is due to severance pay for the retired Deputy Minister
2. The variance is due to less out of province travel than expected.

Aboriginal and Northern Affairs Operations

Financial and Administrative Services

Pavlo Motruk – Acting Executive Financial Officer

Financial and Administrative Services is located in Thompson. The Branch provides financial comptrollership, fiscal management, financial advice and administrative support services to the Department.

Financial and Administrative Services manages the Northern Affairs Fund. The Fund maintains two bank accounts to support and/or administer several programs for the benefit of northern communities.

The Executive Financial Officer fulfills the position of Access Coordinator for *The Freedom of Information and Protection of Privacy Act* and *Personal Health Information Act* and the Designated Officer for *The Public Interest Disclosure (Whistleblower Protection) Act*.

The Objectives of Financial and Administrative Services are:

- To provide fiscal management/comptrollership to the Department as delegated by government statutes/regulations and policies.
- To provide financial advice and support services to assist the Department's divisions in the achievement of their goals and objectives.
- To ensure that all departmental financial activities adhere to government regulations, policy, and guidelines including writing/amending departmental financial policies so that they are consistent with those of the government.
- To provide financial analysis of all departmental programs to departmental managers.
- To prepare the departmental estimates.
- To prepare the Department's Annual Report and quarterly cash flow projections including variance explanations.
- To manage and provide financial management/comptrollership of the Northern Affairs Fund.
- To process Freedom of Information requests within specified deadlines.

Results:

- All financial transactions were monitored for compliance with government and departmental rules and regulations. Non-complying transactions were rejected. The Provincial Auditor noted no incidents of departmental non-compliance.

- All support services were provided within established service standards.

- Advice provided resulted in:
  - the allocation of financial resources so that the maximum benefit was obtained,
  - the purchasing of goods and services in an economical, efficient and effective manner.

- Policies and procedures were reviewed and amended on a priority basis.

- Responded to FIPPA requests per the requirements of the legislation.

- All financial matters that pertain to the Northern Affairs Fund were monitored and in compliance with the government and departmental policies.

- Departmental Estimates were prepared in compliance with Treasury Board guidelines.

Sustainable Development Report

The Department is particularly interested in the increased participation of Aboriginal people and suppliers in this initiative. The key benefits anticipated through this initiative are:

- Stimulation of Aboriginal business development;
- Long term viability of Aboriginal businesses;
- Facilitation of enhanced Aboriginal business capacity;
- Creation of new employment opportunities; and
- Enhancement of the economic self-sufficiency of communities.

Aboriginal and Northern Affairs continues to strive to achieve the targets set out in the government wide initiative.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

The Department of Aboriginal and Northern Affairs is pleased to report that during the 2015–2016 fiscal year there were no issues/matters pertaining to any section of this Act.

19.2(a) Financial and Administrative Services Division

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	344	4.00	343	1	
Other Expenditures	68		69	(1)	
Total Expenditures	**412**	**4.00**	**412**	**0**	

Northern Affairs Fund

Pavlo Motruk – Acting Executive Financial Officer

The Minister of Aboriginal and Northern Affairs has the authority under Section 11 of *The Northern Affairs Act* to open and maintain bank accounts for the operation of the Northern Affairs Fund. The fund maintains two bank accounts. One account is the Specific Purpose Funds Account. This account is used to account for all monies advanced to the Minister for any specific purpose. The main purpose is to administer funds on behalf of designated communities within the jurisdiction of Aboriginal and Northern Affairs in compliance with *The Northern Affairs Act*. Other specific activities include the Municipal Employees Benefit Plan (for community employees), cottage sub-division levies and various northern programs/projects administered by Aboriginal and Northern Affairs for other government departments and other agencies.

The second account is the Taxation Account. This account is used to account for all monies received by virtue of the Minister's municipal taxation powers (per Section 5 of *The Northern Affairs Act*). *The Assessment Act* and *The Municipal Affairs Act* apply to the municipal tax collection system.

Branch staff administer the activities of the Northern Affairs Fund within applicable statutes and regulations in a manner consistent with departmental policies for the development of local government autonomy. Branch staff monitor individual Aboriginal and Northern Affairs communities' financial and operational results by requiring that community auditors provide an opinion on their financial statements, report on adherence to various Acts, Regulations and Agreements, and provide a management letter commenting on the community's management control procedures. Branch staff reviews these reports and advise appropriate management of significant deficiencies and make recommendations for corrective action.

The Objectives of the Northern Affairs Fund are:

- To administer funds on behalf of designated communities within the jurisdiction of Aboriginal and Northern Affairs in compliance with *The Northern Affairs Act*.
- To provide accounting and trust services in support of the delivery of various government programs.
- To administer the property tax system within the jurisdiction of Aboriginal and Northern Affairs in a manner consistent with accepted municipal practices.
- To administer the Municipal Employee Benefits Program for northern communities.

- To administer the Community Audit Program including analysis of the audited financial statements, audit reports and management letters and report analysis results to management.

- To provide accounting and trust services to cottage subdivisions within Aboriginal and Northern Affairs' municipal jurisdiction.

- To prepare the Northern Affairs Fund financial statements.

Results:

- During the fiscal year, the major sources of revenue were:

  $2,385,584.26 in tax related revenue;
  $2,803,684.38 in General Grant Assistance funds distributed to northern communities and First Nations in Manitoba;
  $512,770.96 collected in Service Levy fees from 22 cottage subdivisions in northern Manitoba.

- Administered the Municipal Employees Benefit Plan (MEBP) for the benefit of employees in 26 northern communities.

19.2 (B-4) Northern Affairs Funds

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	272	4.00	286	(14)	
Other Expenditures	27		27	0	
Total Expenditures	**299**	**4.00**	**313**	**(14)**	

Local Government Development

Freda Albert - Executive Director

The Executive Director advises the Minister and Deputy Minister on matters related to policy and program development, the implementation and the delivery of municipal services and infrastructure in the unorganized territory of northern Manitoba; programs and operational support develops and facilitates inter-departmental partnerships that support community and economic development in northern Manitoba; supports the growth of local government and promotes incorporation as a means for communities to realize greater autonomy; leads and supports the activities of three operational units - the Northern Region, the North Central Region and the Program Planning and Development Branch, collectively referred to as the Local Government Development Division.

The Local Government Development Division supports and facilitates the provision of municipal services and infrastructure in 50 designated communities in the unorganized territory of northern Manitoba as defined by *the Northern Affairs Act*. The division is committed to the advancement of independent, sustainable local government through a process of partnership and consultation. This commitment is guided by three objectives:

Good Governance – To support the development of responsible local government through elected community councils and the effective and efficient delivery of municipal services.

Improved Quality of Life – To promote safe and healthy communities with a focus on safe drinking water, protection of the environment, recreation and wellness programs that meet local needs, public safety and strategic economic development in support of sustainable communities and a stronger economy in northern Manitoba.

Holistic Community Development – To support and facilitate development initiatives that are community-driven, sustainable and collaborative, in partnership with community councils and other provincial departments, jurisdictions and organizations.

Activities during 2015/16 fiscal year in support of these three objectives include:

Community Consultation

The Northern Association of Community Councils (NACC) annual general meeting was held August 18 to 20, 2015 in Winnipeg at the Canad Inn Polo Park. Day two was hosted by the department and included presentations on community registration as a charitable donee, Manitoba Boreal Forest Strategy and regulatory compliance issues (which included break-out sessions in the afternoon). The president of the Association of Manitoba Municipalities addressed the delegation during lunch.

NACC hosted a CAO training session on day one comprised of running effective meetings and time management strategies.

Capital Grants Program

The Capital Grants Program provides financial support to communities for municipal infrastructure and equipment, and offers consulting services and support for the development of project planning and delivery capacity at the community level. Enhancing infrastructure in northern communities has a direct impact on the quality of life and opportunities for community economic development.

During the 2015/16 fiscal year, $419,384 was identified to deliver the following 4 capital projects (exclusive of studies and surveys):

• Cormorant Lagoon Construction Phase 1	250,000
• Cormorant Water Treatment Plant South Upgrade	100,000
• Norway House Raw Water Intake	69,384

19.2 (B-1) Programs and Operational Support

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	265	3.00	263	2	
Other Expenditures	74		70	4	
Community Operations	10,367		10,151	216	3
Regional Services	1,034		1,285	(251)	4
Grants	324		323	1	
Northern Healthy Foods Initiative	1,242		1,247	(5)	
Capital Grants	235		230	5	
Community Capital Support	1,393		1,393	0	
Total Expenditures	**14,934**	**3.00**	**14,962**	**(28)**	

Explanation Number:

3. The variance is primarily due to a deficit in Community Operations $216.0 transferred from Regional Services.
4. The variance is due to covering the deficit in Community Operations.

Northern and North Central Regions

The Local Government Development Division serves 50 designated communities through regional offices located in Thompson and Dauphin with sub-offices in The Pas and Winnipeg. The Division is responsible for the provision of consulting and advisory services related to the planning, administration and delivery of municipal services and capital projects. Other responsibilities include the coordination of service delivery by other provincial government departments and strategic partnerships with other government departments and agencies to improve the social, economic and environmental conditions in northern communities.

Staff in regional offices and sub-offices delivered the following programs throughout the 2015/2016 fiscal year:

Municipal Administration Program

The municipal administration program goal is to provide on-going support throughout the year to elected councils, community contacts and community administrative staff in areas of accounting and administration, planning, financial management and reporting. This is achieved through regional workshops and individual community based training.

Trained Community Leaders and Applicable Staff

The annual Regional Workshops were held in February of 2016. In total, there were 95 community representatives in attendance from 37 communities.

- North Central Region: February 23 to 25 (Winnipeg) with 60 participants from 24 communities.
- Northern Region: February 9 to 11 (Thompson) with 35 participants from 13 communities.

The purpose of the workshops is to provide attendees with information that is both useful and necessary for the safety, health and development of their communities. Community representatives included elected officials, contact persons and the community administrative officers.

Presentations delivered by departmental staff included: performance measures summary, audits, fire program review and update, review of compliance issues (water & wastewater services, waste disposal site), Municipal Road Improvement Fund, Housing Forum Report and a review of the Community Employees Policy. Presentations from external organizations included: Census (Manitoba Vital Statistics), History of Communities (Community Economic Development Fund), Human Rights session (Manitoba Justice), Harassment/Violence in the Workplace (Safe Work Manitoba).

Financial Reporting

- Of the 36 financial audits received by communities, 35 were unqualified and one received a qualified audit opinion.

To Build Capacity in Communities to Meet Incorporation Criteria

- Thirty of the 33 communities assessed have Local Government Services Program status and two are Interim Level status

- One community are continuing negotiations for incorporation and another recommended for incorporation

Environmental Services Program

Support for the upgrading, operation and maintenance of community water and wastewater treatment facilities and waste disposal grounds continues to be a priority. Environmental services consultants continued to work with communities to maintain water and wastewater services and solid waste disposal sites and to assist with the resolution of any operating issues as they arose.

A major component of the Environmental Services Program is the water treatment and wastewater treatment upgrading program and the certification of community operators and back-up operators.

Phosphorus Reduction Compliance

- In 2015/2016, four extended aeration (EA) sewage treatment plants (STP) were retrofitted with aluminum sulphate (Alum) injection equipment
- All four EA STPs are now well within the phosphorus limits, < 1.0 mg/L.
- The total cost of the retrofits was $88,830.00
- Three other mechanical STPs are due for replacement and will not be retrofitted. The new plants will include alum injection in the specifications

Comply with Water and Waste Water Licensing Requirements

The status of water, wastewater and solid waste facilities at year end is as follows:

- Of 33 water treatment plants being upgraded or replaced; 18 are complete, four are underway, seven are planned, four require maintenance only and an additional four were removed to share services with the neighboring community.

- Of the 26 community operated wastewater treatment plants; 17 are complete, two are underway, seven are planned and have six purchased shared service from a neighboring community.

Certified Operators in all Water and Waste Water Treatment Plants

- The Department is working with each community and their operators to identify and implement individual operator training requirements for both the primary and back-up operators.

Water

- 21% of primary water treatment plant operators have full certification
- 6% of back up water treatment plant operators have full certification
- Six operators were successful in obtaining one portion of the requirements towards full certification

Wastewater

- 8% of primary operators have achieved full certification
- 6% of back up operators having full certification

Public Works Program

The technical and public works program is targeted to work with community councils and public works employees (PWE) throughout the year to develop community self-sufficiency in the public works area and to facilitate optimum maintenance of community infrastructure. This development is delivered through PWE workshop training, one-on-one mentoring with individual PWE's and hands on training in the community. The public works program also provides workplace safety and health (WSH) training to both PWE and community officials.

Technical staff attend the communities at least twice per year to perform WSH inspections as well as planned and unplanned audit inspections as stipulated under regulation. Staff attended all of the communities at least once during the fiscal year to discuss with mayor and council specific community concerns pertaining to the public works program.

Trained Community Leaders and Applicable Staff

- A PWE workshop was held in Thompson in January 2016, open to PWE's from both regions. Staff presentations included: strategies on communication with councils, recording work, council requests/presentations, etc. All aspects of roof maintenance, repairs, replacement and material take offs, with the latter being hands on with all required tools available.

- Provincial departmental partners provided the following courses/presentations: lagoon and waste disposal site management review on how to interpret licenses, the regulation and how they relate to operations; water treatment plant license

interpretation and specifics of water testing for all parameters. External presentations included: on-line meter and various handheld testing device calibrations used in water treatment plants and Engineered Pipe Group: various types of piping, properties, best practices for repairs including butt and electrostatic fusion, couplers, etc.

- A Workplace Safety and Health (WSH) workshop was held in Thompson in November 2015. This four day workshop saw courses on harassment and violence in the workplace, WSH legislation, worker rights, hazard assessments, tool box talks and incident reports which was presented by staff. External presenters covered human rights, WHMIS and ladder safety.

Maintain Infrastructure to Last Design Life

- The Infrastructure audits report has identified 28 of 38 communities with audit grades of B or better.
- One community saw improvements in their overall grades.

Community and Resource Development Program

The community and resource development program aims to work with self-administering communities in establishing land use documents; developing plans and zoning by-laws and promote community readiness for housing development and community economic development.

Promote Community Readiness for Community Economic Development

- There were six community index assessments completed this past year
- There are 12 CDCs in place (six of which received board training)
- There were two capital projects identified that were delivered with CED benefits

Promote Community Readiness for Housing Development/Establish Land Use Documents

- Establishment of a lot inventory continues with 18 in place
- There were 11 housing starts in three communities
- There continues to be nine land use documents in place and two in progress

Protective Services Program

The protective services program encompasses community fire departments, constable programs and emergency preparedness/response. The two areas of the protective services program that have been under review are the constable and fire, which are

now complete. Some of the recommendations for improvement include: increased fire prevention and public education, fire department management and volunteer training, additional funding for fire equipment replacement and volunteer wages. Recommendations for improvement are being assessed by the Department and communities prior to implementation.

Community Safety Office Program

- Departmental staff successfully negotiated with Manitoba Justice for the inclusion of 10 communities in the Community Safety Officer (CSO) program, which replaces the former Band Constable program.

- The department will be implementing the new CSO program for IR communities the 2016/2017 fiscal year

Prepare Communities for Inclusion in the Provincial 911 System

- The Department has completed work with communities to prepare them for inclusion in the Provincial 911 system.
- Communities have received communication equipment upgrades, street signage and civic addressing required to join 911.
- Communities will inform the Department when they plan to formally join the Provincial 911 system.

Implement Fire Training in Eligible Communities

- The Department in consultation with the Office of the Fire Commissioner has established a modular training program for community volunteer fire fighters.
- Training will be implemented in communities that have active fire departments and committed volunteer fire fighters with training plans.
- All community fire programs will include public education with respect to fire safety and fire prevention.
- Two of 48 communities have identified a volunteer fire fighter training program
- 34% of volunteer fire departments were active in training as of March 2016
- There were 87 fire calls attended onsite
- There were no reported fire-related deaths, injuries, or damage

Recreation and Wellness Program

The recreation and wellness program, working in partnership with community recreation staff and elected representatives, other departments, agencies and stakeholders promote and support recreation and wellness programming with a focus on the following objectives:

- Expanding the range of recreational programming in communities
- Increased funding from outside sources to support recreation programming
- Increased capacity of community recreation and wellness leaders

Increased Capacity of recreation and Wellness Leaders

- The Northern Leadership Recreation and Wellness Workshop took place in January of 2016 in Thompson with 28 participants representing 15 communities; this year saw increases in both individual and community participation numbers.

- The workshop agenda included: Recreation Policy/National Framework, Sport Manitoba, Wilderness Survival, GLACIER Cold Weather Testing Facility tour, Fit Kids, Healthy Kids, Networking, Ma Mow We Tak Programs and Services, Program Planning, Spirit Way and Wolf Capital presentation, fundraising from a community perspective and Community Success Stories.

Increase Funding from Outside Sources to Support Recreation Programming

- Of 42 grants communities applied for, 32 were successful representing $116,748.00, an increase in approval rate of 69% from the prior year. Additionally, the approved grant value increase was $44,678.00. Some of the grants approved include: Healthy Together Now, Summer Career Placement, Green Team and Canada Day Heritage.

Recreation Programming in Communities

- A total of 215 recreation and wellness programs are being delivered in the regions
- Programs include, though not limited to: walking clubs, fitness classes, swimming, soccer, music, fundraising and gardening

19.2(B-2) Northern Region

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	1,143	16.00	1,241	(98)	5
Other Expenditures	249		251	(2)	
Total Expenditures	**1,392**	**16.00**	**1,492**	**(100)**	

Explanation Number:

5. The variance is primarily due to vacant positions that were filled during the Q1 – Q3 and Voluntary Reduced Workweek (VRW) days.

19.2(B-3) North Central Region

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	1,312	15.00	1,188	124	6
Other Expenditures	261		225	36	
Total Expenditures	**1,573**	**15.00**	**1,413**	**160**	

Explanation Number:

6. The variance is primarily due to severance pay for retired employee and for retired Director. All of the positions remained filled during 2015/16 therefore no turnover. MGEU salary increase.

Program Planning and Development (PPD)

The Program Planning and Development (PPD) Branch provides consistent policy and program development as well as support for strategic and operational planning and performance measurement. The division also provides communication services, resource material development, research and analytical capability in support of local government and community development.

PPD staff are assigned to various program areas and are responsible for program review and innovation. In addition to support provided to specific program areas, the branch managed the Northern Healthy Foods Initiative and the Northern Youth Empowerment Initiative, participated in numerous inter-departmental and inter-jurisdictional working groups, administered departmental and community recognition programs.

Provide consistent and timely policy and program review, analysis and development

- Supported 10 participants in receipt of provincial employment and income assistance (EIA) benefits in five communities through the Building Independence Program (BIP) initiative. Projects consisted of recreation workers, public works and CAO assistants.
  - This initiative is a joint partnership with Manitoba Jobs and the Economy and has been in place since 1996/97.
- Coordinated the 2015 Capital Approval Board and subsequent reports
- Coordinate divisional operational planning and branch strategic planning processes
- Identified financial and human resource requirements for both the department and communities to adhere too based on new and updated legislation and regulations

Engage on committees and programs for continuous improvement

- Northern Development Ministers Forum and Senior Officials Working Group
- Helen Betty Osborne Memorial Foundation
- Interdepartmental Working Group on Climate Change Adaption
- Business Continuity Committee
- Inter-agency Emergency Protection Committee
- Chair Northern Healthy Foods Initiative
- Interdepartmental Working Group on Improving Legislative and Regulated Issues related to Water, Wastewater and the Environment

Northern Healthy Foods Initiative

- The total program grant funding available in 2015/16 was $1,296.8 which included regular program funding ($584.8), annual financial partnership support ($50.0) and ($662.0) focused on food related social enterprise programming.
- In the 2015/16 fiscal year, NHFI supported 15 regular program projects and 18 food related social enterprise projects.
- To date, 96 communities have been supported for various activities ranging from workshop logistics to growing and harvesting food. NHFI partner results to date include:
  - 1,258 gardens of which 242 were new in 2015/16
  - Approximately 235,436 pounds of vegetables and poultry plus 618 eggs were harvested
  - 71 greenhouses/geodesic domes have been supported to date with 51 being active
  - 488 freezers as part of the Revolving Loan Freezer Purchase Program have been distributed

Northern Youth Empowerment Initiative (NYEI)

- The NYEI program funded six approved grant applications for a total of $90,342.00 for fiscal year 2015/16
- Total disbursements for this program are 51 approved grants for $787,902.00.

Northern Water Smart Program / Winter Smart

- In 2015, the Northern Water Smart Program visited 33 communities and provided Swim to Survive lessons to 723 young children and youth
- There were also 345 individuals who received emergency first aid, CPR and AED training and 212 people graduated from the Boat Operators Accredited Training Program (BOAT)
- Newly introduced programming for 2015 included Within Arms' Reach and Water Smart for Kids attracting over 200 participants

19.2(B-5) Program Planning & Development Services

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	722	8.00	674	48	7
Other Expenditures	72		86	(14)	
Total Expenditures	**794**	**8.00**	**760**	**34**	

Explanation Number:

7. The variance is primarily due to all of the positions remaining filled during Q1 & Q2 therefore no turnover as budgeted. MGEU salary increase.

Aboriginal Affairs Secretariat

Rob Ballantyne – Executive Director

The Executive Director of the Aboriginal Affairs Secretariat is responsible for the efficient management of Aboriginal policy and program issues and the provision of timely, practical and effective advice on all aspects of Aboriginal issues as they relate to the Manitoba Government. The responsibilities are of a province-wide nature and relate to current or emerging issues which are frequently highly political and sensitive, with complex dimensions, and which include complex relationships involving and impacting federal, provincial, municipal and Aboriginal governments.

The Executive Director supervises the work of senior professionals within the Secretariat who are frequently called upon to take the lead or participate in the development of innovative policy and program options to address Aboriginal issues which impact the province, and for ensuring the fulfillment of Manitoba's constitutional and other agreement obligations.

The Secretariat ensures that Manitoba meets its legal and constitutional responsibilities to consult with First Nations and Aboriginal communities before making decisions that might affect the exercise of Treaty or Aboriginal rights.

The Secretariat provides the Minister responsible for Aboriginal and Northern Affairs and Aboriginal Issues Committee of Cabinet (AICC) with policy and planning support, and meeting the mandate for Aboriginal policy and program development and coordination. The Secretariat also provides research and analysis of existing and planned policy and program initiatives.

A major objective of the Secretariat is to manage the relationship between the provincial government, federal government and the Aboriginal community. Public policy benefits accruing from the Aboriginal Affairs Secretariat activities encompass fiscal management with respect to responsible public spending and at the same time efficient, accountable government. The Secretariat also promotes the reduction of fragmentation, overlap, and duplication of provincial services for Aboriginal peoples, and to ensure services are delivered efficiently, effectively, and proactively.

Objectives:

- To influence development and delivery of policies, programs and services that result in safe, healthy and secure environments.
- To conclude agreements related to the adverse effects of hydroelectric development, Treaty Land Entitlement (TLE) and other land-related matters.

- To fulfill provincial obligations and meet responsibilities resulting from agreements and other initiatives.
- To ensure consultations on government decisions that might affect the exercise of Treaty or Aboriginal rights are conducted in a meaningful way.
- Aboriginal self-government and Aboriginal policy development and coordination.
- To increase community confidence, knowledge and leadership skills.
- To develop meaningful partnerships between Aboriginal and northern Manitobans and all levels of government.
- To build a workforce representative of Aboriginal and northern Manitobans.
- To promote a more sustainable entrepreneurial and community economic development environment.
- To provide administrative management services, technical research and special project support for the Secretariat.

The program specific activities are provided under separate headings.

Support Services

Activities:

- Provided the Department with coordination and monitoring of information technology activities.
- Provided Aboriginal Affairs Secretariat with quality administrative management services, including financial administration, human resource services, management reporting, information technology management, and administrative support services.
- Provided Aboriginal Affairs Secretariat with technical research and special project support.

Results:

- Coordinated and monitored departmental information technology activities for adherence to standard government policies and practices.
- Financial resources allocated for the maximum benefit.

- Efficient and effective use of human resources in reaching program objectives.
- Support services were provided within established service standards.

19.2(C-1) Support Services

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	337	6.00	395	(58)	8
Other Expenditures	43		45	(2)	
Total Expenditures	**380**	**6.00**	**440**	**(60)**	

Explanation Number:

8. The variance is due to vacant position of Executive Director that was filled in Q2.

Agreements Management and Aboriginal Consultations Branch

The Agreements Management & Aboriginal Consultations Branch (AMAC) work largely contributes to provincial Constitutional obligations and to reconciling Treaty and Aboriginal rights.

A significant portion of the Branch's work is undertaken in areas of Manitoba where substantive natural resource developments have occurred and where future provincial priority developments are anticipated.

The work of the Branch focuses on the following areas:

- Serving as provincial lead in the negotiation and implementation of provincial settlement agreements relating to the adverse effects of hydroelectric development, treaty land entitlement (TLE) and other natural resource-related issues; and

- Serving as Manitoba's primary coordinating body for Crown-Aboriginal consultations relating to major or complex projects across the province. Additional responsibilities include consultation education and policy development.

The following is a summary of key areas of work that AMAC undertook in 2015/16:

Negotiation and implementation of provincial settlement agreements and other natural resource-related issues:

- Continued implementation of nine TLE Agreements involving 29 First Nations and 1.4 million acres of Crown land. As of March 31, 2016, under all TLE agreements in Manitoba, a total of 598,059 (Crown and residual) acres have been transferred by Manitoba to Canada with 574,957 acres set apart as reserve.

- Continued implementation of 14 hydroelectric impact and other settlement agreements including 395,678 Crown acres.

- Ongoing coordination of nine existing Resource Management Boards (RMB) located throughout northern Manitoba covering approximately 21% or 39.8 million acres of the provincial Crown land base.

- Discussion of two additional RMBs which would increase the total area of Crown land base to approximately 35% or 65 million acres co-managed with the First Nations and Communities.

- Negotiation and completion of other settlement agreements with various First Nation and Aboriginal communities including the Inuit and the Manitoba Dene and Norway House Community.

- On August 30, 2013 Canada, Manitoba and Sioux Valley Dakota Nation (SVDN) signed the Sioux Valley Dakota Nation Governance Agreement and Tripartite Governance Agreement. Since then, Manitoba, along with Canada, continue to assist SVDN in the implementation of this agreement including the provision for child and family services, policing, lands and education. This may serve as a model for future First Nation self-government agreements in Manitoba.

Crown-Aboriginal consultation facilitation for large scale or complex activities:

- Manitoba/Minnesota Transmission Line Project.
- Lake Winnipeg Regulation Water Power Final License and Jenpeg Generating Station Final License.
- Lake Winnipeg East System Improvement Transmission Project.
- Manitoba Floodway and Eastside Road Authority (ESRA) East Side Initiative: Projects P4 and P7.
- Shoal Lake First Nation All Season Access Road Project (Freedom Road).
- Point du Bois Transmission Line.
- Lake Manitoba/Lake St. Martin Outlet Channel 2015.

The demand for AMAC advisory or facilitation services on smaller-scale projects is also ongoing with a number of provincial initiatives or developments receiving Branch support.

In conjunction with Manitoba's Interdepartmental Working Group for Crown Aboriginal Consultations (IDWG), AMAC continues its work as part of a comprehensive strategic plan which includes the following objectives:

- To establish procedures for implementing Crown Aboriginal consultations.
- To define accommodation measures.
- To enhance ability of First Nations, Métis communities and other Aboriginal communities to participate in consultations.
- To define role of industry and proponents.

- To educate departments on Crown Aboriginal consultation requirements with First Nations, Métis and other Aboriginal communities – when, where, how and why.

- To seek ways to provide adequate funding and resources required by departments, First Nations, Métis and other Aboriginal communities for conducting and participating in consultations.

- To review and revise consultation policy and guidelines.

- To provide advisory support to departments on Crown's Duty to Consult and Accommodate as well as support the operations of AMAC and make recommendations as required.

19.2(C-2) Agreements Management and Crown Consultations

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	$	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	877	10.00	870	7	
Other Expenditures	341		230	111	9
Agreements Implementation	539		679	(140)	10
Total Expenditures	**1,757**	**10.00**	**1,779**	**(22)**	

Explanation Number:

9. $111.00 of TLE expenses paid out of Other Expenditures.
10. Agreements Implementation used to cover TLE funds.

Policy and Strategic Initiatives Branch:

The Policy and Strategic Initiatives Branch promotes innovative policy and program development through the identification of needs, assets, and aspirations of Aboriginal and northern Manitobans. The Branch provides support to policy and initiative development through the timely provision of relevant information, and through the development of partnerships with the Aboriginal communities/organizations, other government departments, other levels of government, and the private sector. In addition, Policy and Strategic Initiatives:

- Works with Aboriginal communities and organizations, government departments, agencies, other levels of government and industry to develop policies and programs that enhance and promote the well-being of Aboriginal and northern Manitobans;
- Negotiates and implements self-government options;
- Provides and leverages financial and technical resources in support of Aboriginal capacity building initiatives;
- Fosters and communicates in a manner that contributes to a relationship founded on mutual understanding, trust and respect among the provincial government and Aboriginal and northern Manitobans;
- Brings focus to quality of life issues facing Aboriginal Manitobans; and
- Provides a global perspective to other departments of progress toward achieving improvements to the quality of life for Aboriginal and northern Manitobans.

Activities:

Policy and Strategic Initiatives Branch continues to work collaboratively with various government strategies and initiatives to close the gaps in well-being and quality of life that exist between Aboriginal and northern residents and other Manitobans in major policy areas: health and well-being, education, housing and infrastructure, economic opportunities and relationships, and accountability.

The Branch has actively supported the Aboriginal Education and Employment Action Plan; various committees of Healthy Child Manitoba including development of Traditional Aboriginal Parenting resources; a pilot First Nations school resource project with the Assembly of First Nations; and the Aboriginal Affairs Working Group.

In support of improving health and well-being outcomes for Aboriginal people, Policy and Strategic Initiatives actively contributes to the Intergovernmental Committee on First Nations Health and Social Development and Neewin Health Care Inc.

The Branch continues to support development and implementation of provincial strategies on suicide prevention, maternal child health, poverty reduction and social inclusion, provincial efforts to address the issue of missing and murdered Aboriginal women and girls, and administered funding support to five community based projects formerly a part of the Winnipeg Regeneration Strategy. The Branch also supports the Intergovernmental Strategic Aboriginal Alignment Working Group to improve health and well-being and promote active and safe participation in Winnipeg neighbourhoods with high Aboriginal population density.

To enhance economic opportunities for Aboriginal people, Policy and Strategic Initiatives administered the Aboriginal Development Program and the Aboriginal Economic and Resource Development Fund

Housing and community infrastructure in northern Aboriginal communities continues to be a major area of need. Policy and Strategic Initiatives has been striving to address the need through linkages with economic and human resource development programs: including work on a water and sewer retrofit and training initiative with the Island Lake First Nation communities, Tribal Council, federal and provincial departments and other stakeholders.

Major Accomplishments included:

- $2,781,800 was authorized in fiscal year 2015/16 for the Aboriginal Development Program (ADP). It supported operating costs for the Manitoba Keewatinook Ininew Okemowin, Southern Chiefs Organization, Assembly of Manitoba Chiefs, Manitoba Métis Federation, Manitoba Association of Friendship Centres, which includes 11 Friendship Centres throughout the province, the Manitoba Sport & Recreation Council, the Manitoba Association of Aboriginal Languages., and Manitoba Moon Voices Inc., a new Aboriginal women's organization. It also supported costs associated with a tripartite agreement between Canada, Manitoba and the Manitoba Métis Federation and a tripartite agreement between Canada, Manitoba and the Aboriginal Council of Winnipeg. This amount includes the Small Grants Component of the ADP which supports capacity building activities of community-based organizations. In 2015/16, the ADP Fund supported 33 small projects which leveraged $546,524 from outside provincial resources.

- In fiscal year 2015/16, the Aboriginal Economic and Resource Development (AERD) fund expended $899,901 in support of 45 projects. The total budgeted value of the AERD projects was over $8.1 million and leveraged over $6.2 million from sources other than provincial government.

- The Department has lead the development of the first Reconciliation legislation in Canada, which will guide Manitoba's reconciliation measures including ongoing engagement with Indigenous peoples in the development and implementation of a Reconciliation Strategy. This legislation, The Path to Reconciliation Act, received Royal Assent on March 15, 2016.

- The Department has established a partnership with Indigenous and Northern Affairs Canada (INAC) which has led to the development of a 5-year Memorandum of Understanding (MOU) on Aboriginal Economic Development with an associated 3 year work plan. The work plan was ratified in June 2015. The MOU is designed to coordinate investments, promote innovation and improve communication between the provincial and federal governments.

- The Metis Economic Development Fund (MEDF) has been evaluated by Pricewaterhouse Coopers (PwC). The evaluation identified many positive results achieved by the MEDF.

- The Department continued to coordinate provincial government support on the Island Lake Retrofit and Training Initiative (ILRTI). In 2015/16, 152 homes in the four Island Lake communities of St. Theresa Point, Wasagamack, Garden Hill and Red Sucker Lake were retrofitted for water and sewer services. Since the initiative began in 2012/13, 674 homes have been retrofitted. Manitoba continues to work with the Steering and Technical committees which include representatives from the federal government, Island Lake Tribal Council and the communities to incorporate a community training approach to the 900 identified homes for water and sewer retrofits over the coming years in the Island Lake communities.

- Manitoba continues to participate in national discussions with PTs and NAOs on Aboriginal policy and program issues of common interest across Canada through the Aboriginal Affairs Working Group.

19.2(C-3) Policy & Strategic Initiatives

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Salaries & Employee Benefits	1,293	14.00	1,180	113	11
Other Expenditures	273		299	(26)	
Aboriginal Development Programs	2,782		2,782	0	
Aboriginal Economic and Resources Development Fund	843		900	(57)	12
Partners for Careers	200		200	0	
First People's Economic Growth Fund	4,200		4,200	0	
Total Expenditures	**9,591**	**14.00**	**9,561**	**30**	

Explanation Number:

11. The variance is due to severance pay for retired Director. MGEU salary increase.
12. The variance is due to the grants that have been paid to five communities through ESRA; each community should receive $11,400. The ESRA did not use the grants and returned grants in period 14.

Communities Economic Development Fund

Oswald Sawh - General Manager and CEO

The Communities Economic Development Fund (CEDF) is a provincial Crown Corporation (*Communities Economic Development Fund Act – C155 Consolidated Statutes of Manitoba)* whose objective is to encourage economic development in Northern Manitoba with specific emphasis on the needs of small business and community development corporations. It may do so by providing financial and other forms of assistance. CEDF delivers services under three program areas.

The Business Loans Program provides financial assistance in the form of loans and loan guarantees for viable economic enterprises. The loan applicants must comply with specific criteria, established in regulations, to become eligible. Business loans can be for the purposes of start-up, expansion, and in certain cases, restructuring.

The Fisheries Loan Program provides capital to the commercial fishing industry, assisting fishers with the purchase or repair of fishing equipment and the purchase of quota entitlements, and investing in processing, handling, and marketing facilities. The program is available to licensed Manitoba commercial fishermen as well as to Manitoba based businesses handling solely products harvested or grown in the province.

CEDF delivers community economic development based programming including technical assistance to local entrepreneurs, and to community development corporations and economic development offices. In addition, CEDF delivers programs under the Rural Economic Development Initiative on a contract.

CEDF is managed by a Board of Directors which reports to the Minister Responsible for the CEDF Act, currently the Minister of Aboriginal and Northern Affairs.

Details of the CEDF programs, and its Annual Report and detailed Financial Statements are available at its website www.cedf.mb.ca .

19.2(D) Communities Economic Development Fund

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Total Expenditures	**1,430**		**1,430**	**0**	

Amortization of Capital Assets

This represents the amortization of the three assets that the Department owns - a boat launch and two bridges.

19.4 Amortization of Capital Assets

Expenditures by Sub-Appropriation	Actual 2015/2016 $	Estimate 2015/2016 FTE	Estimate 2015/2016 $	Variance Over (Under)	Expl. No.
Total Expenditures	**91**		**106**	**(15)**	

Financial Information

Reconciliation Statement

DETAIL	2015/2016 ESTIMATES
2015/2016 Main Estimates	$33,527
Internal Service Adjustment	$299
2015/2016 ESTIMATES	$33,826

Department of Aboriginal and Northern Affairs

Expenditure Summary

For fiscal year ended March 31, 2016 with comparative figures for the previous year.

Estimate 2015/2016 $(000's)		Appropriation	Actual 2015/2016 $(000's)	Actual 2014/2015 $(000's)	Increase (Decrease) No.	Explanation
	19.1	**1. Aboriginal and Northern Affairs Executive**				
37		**(a) Minister's Salary**	37	37	0	
		(b) Executive Support				
909		(1) Salaries and Employee Benefits	895	795	100	1
212		(2) Other Expenditures	175	197	(22)	
1,121		**Subtotal (b)**	1,070	992	78	
1,158	**19-1**		1,107	1,029	78	

Estimate 2015/2016 $(000's)		Appropriation	Actual 2015/2016 $(000's)	Actual 2014/2015 $(000's)	Increase (Decrease) No.	Explanation
	19.2	**2. Aboriginal and Northern Affairs Operations**				
		(a) Financial and Administrative Services				
343		(1) Salaries and Employee Benefits	344	328	16	2
69		(2) Other Expenditures	68	70	(2)	
412		**Subtotal (a)**	412	398	14	
		(b) Local Government Development				
		(1) Programs/Operational Support				
263		(a) Salaries and Employee Benefits	265	257	8	2
70		(b) Other Expenditures	74	72	2	
10,151		(c) Community Operations	10,367	10,437	(70)	3
1,285		(d) Regional Services	1,034	998	36	
323		(e) Grants	324	323	1	
1,247		(f) Northern Healthy Foods Initiative	1,242	881	361	4
230		(g) Capital Grants	235	249	(14)	
1,393		(h) Community Capital Support	1,393	1,393	0	
14,962		**Subtotal (b-1)**	14,934	14,610	324	

	(2) Northern Region					
1,241	(a) Salaries and Employee Benefits		1,143	1,114	29	2
251	(b) Other Expenditures		249	246	3	
1,492		**Subtotal (b-2)**	1,392	1,360	32	
	(3) North Central Region					
1,188	(a) Salaries and Employee Benefits		1,312	1,116	196	2
225	(b) Other Expenditures		261	234	27	
1,413		**Subtotal (b-3)**	1,573	1,350	223	
	(4) Northern Affairs Fund					
286	(a) Salaries and Employee Benefits		272	274	(2)	
27	(b) Other Expenditures		27	31	(4)	
313		**Subtotal (b-4)**	299	305	(6)	
	(5) Program Planning and Development Services					
674	(a) Salaries and Employee Benefits		722	671	51	2
86	(b) Other Expenditures		72	83	(11)	
760		**Subtotal (b-5)**	794	754	40	
18,940		**Subtotal (b)**	18,992	18,379	613	
	(c) Aboriginal Affairs Secretariat					
	(1) Support Services					
395	(a) Salaries and Employee Benefits		337	402	(65)	2
45	(b) Other Expenditures		43	38	5	
440		**Subtotal (c-1)**	380	440	(60)	

		(2) Agreements Management and Crown Consultation				
870		(a) Salaries and Employee Benefits	877	881	(4)	2
230		(b) Other Expenditures	341	287	54	6
679		(c) Agreements Implementation	539	679	(140)	5
1,779		**Subtotal (c-2)**	1,757	1,847	(90)	
		(3) Policy and Strategic Initiatives				
1,180		(a) Salaries and Employee Benefits	1,293	1,203	90	2
299		(b) Other Expenditures	273	277	(4)	
2,782		(c) Aboriginal Development Programs	2,782	2,802	(20)	
900		(d) Aboriginal Economic and Resource Development Fund	843	890	(47)	
200		(e) Partners for Careers	200	200	0	
4,200		(f) Economic Growth Funds	4,200	4,200	0	
9,561		**Subtotal (c-3)**	9,591	9,572	19	
11,780		**Subtotal (c)**	11,728	11,859	(131)	
1,470		**(d) Communities Economic Development Fund**	1,470	1,470	0	
32,562	**19-2**		32,562	32,105	457	
106	**19-3**	**Amortization of Capital Assets**	91	94	(3)	
33,826	**DEPARTMENT TOTAL**		33,760	33,228	532	

1. Retiring allowance paid to former Deputy Minister.
2. Differences were due to MGEU salary adjustments, Vacant Positions, VRW, turnover and salary increase for eligible employees. Policy and Strategic Initiatives and North Central Region retiring allowance paid to retired employees.
3. 2014/15 expenditures were higher than projected.
4. 2014/15 Social Enterprise Development Expenditures were less than forecasted.
5. 2015/16 Expenditures were less than forecasted.
6. TLE expenses paid out of the other expenditures.

Department of Aboriginal and Northern Affairs

Expenditure Summary by Main Appropriation

For fiscal year ended March 31, 2016 with comparative figures for the previous year.

Estimate 2015/2016 $(000's)	Appropriation	Actual 2015/2016 $(000's)	Actual 2014/2015 $(000's)	Increase (Decrease) $(000's)	Explanation No.
1,158	19-1 Aboriginal and Northern Affairs Executive	1,107	1,029	78	
32,562	19-2 Aboriginal and Northern Affairs Operations	32,562	32,105	457	
106	19-3 Amortization of Capital Assets	91	94	(3)	
33,826	**Total**	**33,760**	**33,228**	**532**	

Department of Aboriginal and Northern Affairs

Five Year Expenditure and Staffing by Appropriation ($000's)

For years ending March 31, 2011 - March 31, 2016

Actual/Adjusted Expenditures

Appropriation	2011-2012 FTE	2011-2012 $	2012-2013 FTE	2012-2013 $	2013-2014 FTE	2013-2014 $	2014-2015 FTE	2014-2015 $	2015-2016 F	2015-2016 $
Aboriginal and Northern Affairs Executive	13.00	981	13.00	1,020	12.00	1,095	12.00	1,066	11.00	1,107
Aboriginal and Northern Affairs Operations	79.00	37,067	80.00	33,320	80.00	33,286	80.00	32,535	80.00	32,562
Acquisition/Construction										
Amortization of Assets		118		121		121		94		91
Total Expenditure	**92.00**	**38,166**	**93.00**	**34,461**	**92.00**	**33,477**	**92.00**	**33,695**	**91.00**	**33,760**

Department of Aboriginal and Northern Affairs

Revenue Summary by Source ($000's)

For year ended March 31, 2016 with comparative figures for the previous fiscal year

Actual 2014/2015	Actual 2015/2016	Increase (Decrease)	Source	Actual 2015/2016	Estimate 2015/2016	Variance	Expl. No.
			Other Revenue:				
			a) Sundry				
127	136	9	**Chief Place of Residency**	136	130	6	
127	136	9		136	130	6	
			Government of Canada:				
44	99	55	a) Northern Flood	99	100	(1)	
171	**235**	**64**	**TOTAL DEPARTMENT**	**235**	**230**	**5**	

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
Well-being / economic success of Aboriginal people in Manitoba.	As measured by: (a) the difference between Aboriginal and non-Aboriginal median incomes for individuals age 15 and over; and (b) the difference between median employment incomes between Aboriginal and non-Aboriginal individuals aged 15 and over.	Income is a key indicator of economic success, potential standard of living and the ability to provide more than the basic necessities of life. The difference in median income levels is an indication of the relative well-being of Aboriginal and non-Aboriginal people. The difference in median employment incomes focuses on the gap in employment incomes.	Median income for: Aboriginal individuals age 15 and over: $13,979 Non-Aboriginal individuals age 15 and over: $24,270 Difference: $10,291 Median Employment Income for: Aboriginal individuals age 15 and over: $25,843 Non-Aboriginals age 15 and over: $33,553 Difference: $7,710 Source: Census 2001	Median income for: Aboriginal individuals age 15 and over: $17,690 Non-Aboriginal individuals age 15 and over: $30,709 Difference: $13,019 Median Employment Income for: Aboriginal individuals age 15 and over: $24,456 Non-Aboriginals age 15 and over: $31,314 Difference: $6,858 Source: National Household Survey (NHS)	Statistics Canada began administering the new National Household Survey (NHS) in 2011. Since the NHS replaces the Census, results may not be directly comparable between 2001 and 2011.
Well-being / economic engagement of Aboriginal people in Manitoba.	As measured by the difference between Aboriginal and non-Aboriginal unemployment rates for individuals age 25 - 54.	Engaging Aboriginal people in the economy is critical to the future success of Manitoba's economy and contributes to the well-being of Aboriginal people in Manitoba. The difference in unemployment rates provides one indicator of their relative participation in	According to the 2001 Census, Aboriginal people age 25 - 54 had an unemployment rate of 17% as compared to the non-Aboriginal unemployment rate of 3%. This reflects a difference of 14 percentage points.	According to the 2011 National Household Survey (NHS), Aboriginal people age 25 - 54 had an unemployment rate of 13% as compared to the non-Aboriginal unemployment rate of 6%. This reflects a difference of 7 percentage points.	Statistics Canada began administering the new National Household Survey (NHS) in 2011. Since the NHS replaces the Census, results may not be directly comparable between 2001 and 2011.

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
		the labour market and economy and is a strong indicator of standard of living and well-being. The goal is for this gap to decrease over time.			
Well-being / educational attainment of Aboriginal people in Manitoba.	As measured by the difference between the proportion of Aboriginal and non-Aboriginal people age 25 - 64 with a high school graduation certificate or greater.	Educational attainment affects the standard of living and general level of well-being of individuals and families. The difference in educational attainment with a focus on high school completion provides one indicator or the relative well-being of Aboriginal people in Manitoba. The goal is to see this gap decrease over time.	According to the 2006 Census, 59% of Aboriginal people age 25 - 64 had a high school graduation certificate or greater as compared to 83% for non-Aboriginal people. This reflects a difference of 24 percentage points.	According to the 2011 National Household Survey (NHS), 57% of Aboriginal people age 25 - 64 had a high school graduation certificate or greater as compared to 83% for non-Aboriginal people. This reflects a difference of 26 percentage points.	Statistics Canada began administering the new National Household Survey (NHS) in 2011. Since the NHS replaces the Census, results may not be directly comparable between 2006 and 2011.
Progress of Treaty Land Entitlement (TLE) Agreements (9) for Entitlement First Nations (29).	As measured by the number of acres of land made available by Manitoba to Canada for Reserve creation.	Acreage transferred by Canada under TLE indicates a fulfillment of Manitoba's Constitutional obligation to Entitlement First Nations and may lead to increased economic and social opportunities for them as their land base is increased.	Under existing TLE agreements (nine), Entitlement First Nations (29) may select or purchase a total of 1,423,110 acres of land.	Between 2006 and March 31, 2016, a total of 598,059 (Crown and residual) acres have been transferred by Manitoba to Canada with 574,957 acres set apart as reserve.	The number of acres made available will decrease as Entitlement First Nations complete their selections/acquisitions and as Canada accepts provincial land. As issues that impact the transfer of land are addressed, transfers of land for Entitlement First

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
					Nations will increase. Crown consultation by Canada may result in a slower transfer process of TLE lands.
The progress of hydro electric development settlement agreements.	As measured in part, by the number of acres/parcels transferred by Manitoba to Canada and converted to Reserve or survey and transfer of "fee-simple" lands to the Band-based Land Corporation.	To ensure Manitoba's obligations are met under each Agreement (14).	14 hydroelectric settlement agreements were signed between 1977 and 2010 with a total of approximately 395,678 acres of land to be converted to Reserve status or transferred to a band-based land corporation.	As of March 31, 2016, Manitoba has transferred 82,454 acres of land for Reserve creation or transferred to a band-based corporation. It is estimated over the next five years (2012 to 2017) that Manitoba's financial obligation under these agreements is $7,579,777. In 2003/04, Manitoba and Manitoba Hydro implemented a 15-month Action Plan with Cross Lake First Nation. On-going annual Action Plans have been implemented at a cost of approximately $5.6 million annually to meet obligations within the Northern Flood Agreement and Orders of the NFA Arbitrator.	Similar to the TLE process, the amount of land transferred under each settlement agreement is dependent on numerous factors, some of which are beyond Manitoba's control. Manitoba's contribution to the 2015/16 Action Plan programs is approximately $500,000 pending final review of actual numbers. Programs include Commercial Trapping, Domestic Fishing, Hot Lunch Program, Land Exchange, Community Information Centre, Alternative Foods and Gardening and Nelson River Sturgeon Board.

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
Fulfill Constitutional and other agreement obligations to Aboriginal and northern communities.	Progress of the Resource Management Boards (RMBs) is measured. Payment streams are coordinated.	Measured in part by the number of meetings held each year and progress of land use planning and projects undertaken.	Resource Management Boards are responsible for the natural resource co-management of approximately 21% or 39.8 million acres of the Provincial Crown land base. Possible increase by two more RMBs resulting in approx. 35% or 65 million acres of the provincial Crown land base.	Nine of the settlement agreements have Resource Management Boards, each with a required minimum of four meetings per year.	As of March 31, 2016, Manitoba has coordinated a minimum of four meetings per year with the Resource Management Boards. Various projects have been initiated including land/resource use planning.
Progress of negotiations.	As measured by number of agreements finalized and implemented.	Fulfillment of Manitoba's obligations under various commitments, (e.g. sign-off on the outstanding hydroelectric adverse effects settlement agreement will meet the requirement of the legal claim filed by Norway House Community Council).	Eight agreements are currently in various stages of negotiations.	AMAC is in adverse effects negotiations with the Norway House Community Council. AMAC is currently negotiating and participating in other agreement processes: The Inuit regarding Inuit interests in NE Manitoba, Sayisi Dene Relocation Claim, Skownan Land Exchange and Treaty 3 First Nations' negotiations with Ontario and Canada. August 20, 2013, the Sioux Valley Governance Agreement was signed by the signatory parties including Sioux Valley Dakota Nation (SVDN), Manitoba and Canada.	The negotiations are at different stages in the process and final agreements are subject to Cabinet approval Increasing pressure from First Nations/Communities to conclude negotiations and finalize agreements.

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
Progress on Crown-Aboriginal Consultations	As measured by the number of Crown-Aboriginal Consultations that are ongoing or completed. Additional measures include scope of community engagement and resources to support communities in their participation in Crown-Aboriginal Consultation processes.	To ensure that the Agreements Management and Aboriginal Consultations Branch (AMAC) assists Manitoba in meeting its Constitutional Duty to Consult and upholding the Honour of the Crown.	AMAC was created in 2014 as a result of the merger of the former Aboriginal Consultation Unit (ACU) and Agreements Management Branch (AMB).	AMAC has ten Crown-Aboriginal Consultations that are currently in progress at various scales and stages. Additional major projects have been forecasted for Manitoba including Tolko Inc 20 Year Operating Plan, and Energy East Pipeline Project, Note: The demand for AMAC services on smaller-scale projects is also ongoing.	As a result of the ACU and AMB merger, the capacity for ANA to facilitate more Crown-Aboriginal consultations on behalf of the province has increased. Additional service provision has also improved as a result of the merger.
Progress on Educating Civil Servants is measured by the number of the "Duty to Consult & Accommodate: Crown-Aboriginal Consultation – Towards Reconciliation" Workshop courses are presented by OSD throughout each year.	As measured by the number of Crown-Aboriginal Consultations that are ongoing or completed.	Civil Servants working with Crown resources and those working regularly with Aboriginal people need to have the knowledge and skills to conduct Crown-Aboriginal Consultations in a manner consistent with the Interim Provincial Policy.	The "Duty to Consult & Accommodate: Crown-Aboriginal Consultation – Towards Reconciliation" Workshop was previously revised from a two-day to a one-day session and is also available to individual departments on request and in partnership with OSD.	The course is delivered to civil servants twice per year.	The workshop has allowed for an increase in departmental awareness and understanding which, in part, aides in a more consistent consultation process application across government.

What is being measured? (A)	How is it being measured (name of indicator)? (B)	Why is it important to measure this? (C)	What is the starting point? (baseline data and year) (D)	What is the most recent available data? (E)	What is the trend over time? (F)
Progress on informing and educating First Nations, Métis communities and other Aboriginal communities.	As measured by the number of Crown-Aboriginal Consultations that are ongoing or completed. Additional measures include scope of community engagement and resources to support communities in their participation in Crown-Aboriginal Consultation processes.	First Nations, Métis communities, and other Aboriginal communities have varying levels of experience with Manitoba's approach to Crown-Aboriginal Consultations.	A standard community presentation on Crown-Aboriginal Consultations has been developed.	AMAC continues to deliver presentations to communities and organizations and will continue to seek out opportunities to meet with communities and organizations to provide information on Manitoba's Duty to Consult.	Increased awareness has contributed to improved community engagement and more focused consultations.